

AFFIRMATIVE ACTION PLAN
for
EQUAL OPPORTUNITY



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Affirmative Action Plan


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for

Equal Opportunity,

Duke University,

April 1994



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Duke University
Affirmative Action Plan

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April 13, 1994

To the Members of the University Community:

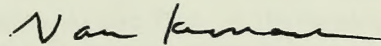
We are pleased to reissue at this time Duke's Affirmative Action Plan for Equal Opportunity, initially presented in 1970.

The purpose of the Plan is twofold: first, to meet our obligations as a recipient of federal grants and contracts; and second, to reaffirm our institutional commitment to fair employment in all parts of the University, a principled commitment that transcends strict legal obligations.

As all of us are aware, we cannot yet claim genuine equality of opportunity in the workplace at Duke. Thus I commend this plan to you as a guide to policy and procedures, a source of information about our current equal opportunity efforts and achievements -- and as a measure and reminder of the distance that still lies ahead of us.

Our achievements under this Plan, and our hope for progress in the future, depend fundamentally on the commitment of each one of us to realizing our ambitious goal. Each person at Duke must assume responsibility for assuring success, if we are to have a reasonable expectation of achieving greater equality in employment.

I trust and expect that each of you will support this policy of affirmative action for equal opportunity, and will join with your colleagues in working to achieve our goals. Thank you for your support.



Nannerl O. Keohane
President of the University

AFFIRMATIVE ACTION POLICY

INTRODUCTION

In March 1970 Duke University adopted its first Affirmative Action Plan for Equal Opportunity. President Sanford introduced the Plan to the University by saying:

I feel that this Plan is something far beyond a necessary compliance with governmental policy. Members of our community, I believe, will agree with me that it is rooted more deeply in moral consciousness and sound principles of good human relationships. Our achievements under this Plan will depend on the degree to which each of us assumes real responsibility for assuring its success. Our desire is that we follow the spirit as well as the letter of the Plan in an atmosphere of sincere good will.

In the early years of the Plan, the University workforce showed serious underrepresentation of women and minorities in virtually all faculty and staff categories, and for minorities in all support staff categories except service workers. In those first years of a critical need for change, the equal opportunity program was shaped and advanced by hundreds of people at Duke. The University has always rejected the notion of an equal opportunity "czar," acknowledging the reality that it is these hundreds of people who need to feel involved and responsible in order to make equal opportunity work. Hence, over the past twenty years we have seen the concept of equal opportunity become substantially institutionalized in the Duke community. Not only has representation of women and minorities improved significantly, but our empathies have been extended beyond our initial concerns to include matters of age, disability, and sexual preference.

As we approach the end of the twentieth century, a more distinct perspective emerges on the needs of the University in relation to the implementation of a human relations policy. New approaches and competing philosophies carry us beyond civil rights requirements and create a transitional period in our workplace. Nevertheless, the principles that illuminated our first Affirmative Action Plan in 1970 remain valid, and the processes to ensure fairness that we have inculcated over the years will continue to anchor and guide us in the future.

With this update of our Affirmative Action Plan, in the twenty-third year after its inception, we bring to the members of the University community a sense of continuity and stability in the midst of change. The Plan is prepared in accordance with the requirements of Executive Order 11246, as amended and supplemented in federal law, and consistent with the purposes and objectives of the institution. And we are reminded that although the Plan is a compliance document fulfilling part of the responsibilities of Duke University as a federal contractor, the University, in the words of a 1970 Trustees' resolution, adheres to a policy of equal opportunity "not solely because of legal requirement, but beyond that feels it is a basic element for human dignity."

The Plan consists of a basic statement and data related to Revised Order 4 (the implementing regulation of the Executive Order, 41 CFR 60).

POLICY STATEMENT

Equal opportunity is assured for employees and applicants for employment without regard to race, color, religion, national origin, sex, age, disability, or veteran status. This equal opportunity policy shall be followed in recruiting, hiring, appointment, and promotion into all academic or nonacademic positions. In addition, the University will ensure that other personnel actions or employment terms and conditions such as compensation, benefits, transfer, layoff or return from layoff, demotion, termination, participation in University-sponsored training programs, educational and tuition assistance, social and recreational programs, and use of University facilities will be administered in a nondiscriminatory manner.

In addition to those bases of discrimination included in federal law, the Board of Trustees of Duke University may establish extralegal requirements of nondiscrimination, which are considered binding upon the University community. As of this writing, the Board has established such a policy of nondiscrimination with respect to sexual orientation or preference.

IMPLEMENTATION OF THE POLICY

The equal opportunity policy is implemented, under the direction of the President and chief operating officers, by all administrators of the University, including deans, directors, chairs, heads, managers, and supervisors of the various schools, departments, divisions, and programs.

It is considered a management responsibility at Duke to be cognizant of the equal opportunity policy and to incorporate the tenets of equal opportunity into the policies and procedures of individual units. The Office of Human Resources has overall responsibility to ensure that University-wide personnel policies and procedures comply with equal opportunity requirements.

DISSEMINATION OF THE POLICY

The University complies with the following requirements of Revised Order 4:

- The equal opportunity policy statement is distributed to all members of the University community upon employment or appointment.
- The policy statement is published in the personnel manuals and handbooks of the University, and is posted on bulletin boards maintained by the Office of Human Resources.
- The policy is discussed in supervisory training programs.
- Nondiscrimination clauses are included in all union agreements, purchase orders, leases, and contracts as appropriate.
- All recruiting advertisements state that the University is an Equal Opportunity/Affirmative Action Employer.

DESCRIPTION OF THE PLAN

In addition to the policy matters noted above, an affirmative action plan includes a number of elements for which annual updates are required. Chief among these are the workforce analysis, an annual tabulation of the workforce by race and sex within categories of job group (type of work) and organizational units; a utilization analysis, comparing workforce representation with the availability of persons for that particular type of work; and employment goals, which are calculated by using any differences that may result from workforce and utilization analyses modified by such factors as hiring opportunities. These annual updates are included in the Plan as Exhibits I, II, and III.

Please note that all supporting data and worksheets for the exhibits are available for examination by any member of the University community. (See Appendix VII, Plan Administration.)

Deriving from or supporting these main sections are a number of appendices, among them the following: the definitions of the Duke job groups, a documentation of the sources and calculations used in the utilization analysis, an identification of problem areas and corrective actions being applied, and a description of the University's internal audit and reporting systems.

In addition, a section of the regulations that has received emphasis is addressed by our appendix, "Compliance with Sex Discrimination Guidelines" (41 CFR 60-20), which includes treatment of sexual harassment.

Other appendices may be added to the Plan as need arises.

ADMINISTRATION OF THE PLAN

The University's equal opportunity compliance officer is responsible for annual updates of the Affirmative Action Plan as indicated above and for maintaining the Plan in conformance with federal regulations. The compliance officer is also responsible for providing management assistance in complying with the requirements of the Plan. (See Appendix VII.)

In recognition of the management responsibility detailed in the policy statements above, the University has provided a copy of the Plan to each organizational unit of the University.

The plan is accessible to all employees.

Exhibit I:

WORKFORCE ANALYSIS

The workforce analysis used for the Affirmative Action Plan is produced annually by computer from the payroll closest to October 1st. The full workforce analysis is a computer printout consisting of approximately 800 pages that lists the total permanent workforce, both full and part time, in two main categories: within job group and within organizational unit. The listings by job group show faculty job titles (academic rank) within department or program of appointment and nonfaculty job titles within Census code, in each case giving the total number of occupants of the job title and a breakdown by sex within race. The listings by organizational unit show nonfaculty job titles within the organizational unit by pay level. Various subtotals are included.

The following pages provide a brief summary of the information in each of the two divisions indicated above. The full printout is available for examination in the office of the equal opportunity compliance officer. Departments and units are encouraged to contact the equal opportunity compliance officer for copies of printout pages showing details relevant to their operations.

Please note that job groups are defined in Appendix I.

SUMMARY OF WORKFORCE ANALYSIS BY JOB GROUP - 10/1/93

JOB GROUP	TOTAL	FEMALE	BLACK	HISPANIC	ASIAN	AM IND
Regular Rank Faculty						
F1 Social Sciences	186	47	8	1	9	0
F2 Humanities	172	66	11	4	7	0
F3 Natural Sciences	200	26	2	2	16	0
F5 Professional Schools	257	51	7	3	14	0
M1 Basic Sciences	139	32	0	5	7	0
M2 Clinical Sciences-Surg	244	41	5	1	9	0
M3 Clinical Sciences-Med	809	224	15	8	41	0
Faculty Subtotal	2,007	487	48	24	103	0
Nonfaculty Professional & Admin						
11 Officials & Managers	516	226	34	1	4	0
31 Nonfaculty Prof/Admin	291	177	19	1	8	0
32 Nonfaculty Prof/Admin	486	346	47	4	3	0
33 Nonfaculty Prof/Admin	669	440	58	6	17	0
34 Nonfaculty Prof/Admin	504	356	45	3	13	2
35 Nonfaculty Prof/Admin	460	320	70	5	2	1
36 Research Associates	602	203	10	11	163	0
37 Professional Librarians	92	67	5	0	2	0
Support Staff						
38 Registered Nurses	1826	1682	215	8	45	3
39 Registered Nurses	125	116	28	0	3	0
41 Clerical	600	425	327	2	8	0
42 Clerical	841	733	459	3	2	1
43 Clerical	1219	1150	352	4	3	0
44 Clerical	1030	939	252	1	1	2
51 Technical/Paraprof	913	695	477	6	22	1
52 Technical/Paraprof	991	781	357	8	26	2
53 Technical/Paraprof	1458	956	234	11	50	5

JOB GROUP	TOTAL	FEMALE	BLACK	HISPANIC	ASIAN	AM IND
61 Skilled Crafts	29	1	12	0	0	0
62 Skilled Crafts	55	0	13	0	0	0
63 Skilled Crafts	55	0	5	0	0	0
64 Skilled Crafts	103	0	6	1	0	0
65 Skilled Crafts	77	1	1	0	0	0
71 Service	555	374	517	0	5	0
72 Service	430	158	395	2	0	1
73 Service	229	129	209	1	1	0
74 Service	503	279	384	3	3	0
75 Service	395	202	311	1	3	0
Nonfaculty Subtotal	15,098	10,756	4,842	82	384	18
Total:	17,105	11,243	4,890	106	487	18

SUMMARY OF WORKFORCE ANALYSIS BY ORGANIZATIONAL UNIT

<u>Regular Rank Faculty</u>	<u>Total</u>	<u>Female</u>	<u>Black</u>	<u>Hisp</u>	<u>Asian</u>	<u>Am Ind</u>
African/Afro – Am Studies	1	0	1	0	0	0
Art & Art History	11	6	1	0	0	0
Asian & African Languages	10	6	1	0	4	0
Bio – Anthro/Anatomy	7	4	0	0	0	0
Biology Majors – DUGS	1	0	0	0	0	0
Botany	21	4	0	0	2	0
Canadian Studies	1	0	0	0	0	0
Chemistry	25	3	1	0	2	0
Classical Studies	10	2	0	0	0	0
Computer Science	22	1	0	1	3	0
Cultural Anthropology	9	5	0	0	1	0
Dance	4	3	1	0	0	0
Demographic Studies	3	0	0	0	0	0
Documentary Studies	1	0	0	0	0	0
Drama	6	0	0	0	1	0
Economics	26	1	0	0	2	0
Education	7	2	0	0	0	0
English	37	14	3	0	0	0
Geology	13	1	0	0	0	0
Germanic Languages	10	6	0	0	0	0
History	40	11	4	0	0	0
Health, Phys Ed & Rec	9	4	0	0	0	0
International Studies	1	0	0	1	0	0
Judaic Studies	1	1	0	0	0	0
Literature	8	4	1	0	0	0
Math	30	1	0	0	3	0
Music	15	1	1	0	0	0
Philosophy	11	1	0	1	0	0
Physics	31	2	1	0	4	0
Political Science	28	3	1	0	2	0

SUMMARY OF WORKFORCE ANALYSIS BY ORGANIZATIONAL UNIT

<u>(Regular Rank Faculty, cont'd.)</u>	<u>Total</u>	<u>Female</u>	<u>Black</u>	<u>Hisp</u>	<u>Asian</u>	<u>Am Ind</u>
Psychology (Experimental)	18	5	0	1	1	0
Psychology (Social & Health)	15	9	0	0	1	0
Public Policy	23	5	1	0	1	0
Religion	16	2	1	0	0	0
Romance Studies	23	11	2	3	0	0
Slavic Lang & Lit	9	6	0	0	0	0
Sociology	19	5	1	0	2	0
Statistics & Decision Sciences	11	1	0	0	0	0
Summer Session	2	1	0	0	0	0
Univ Writing Program	1	0	0	0	0	0
Women's Studies	1	1	0	0	0	0
Zoology	21	4	0	0	1	0

<u>Faculty</u>	<u>Total</u>	<u>Female</u>	<u>Black</u>	<u>Hisp</u>	<u>Asian</u>	<u>Am Ind</u>
Divinity	28	6	2	0	0	0
Engineering						
Dean's Office	2	1	0	0	0	0
Biomedical	21	2	0	1	0	0
Civil	13	0	0	1	1	0
Electrical	19	1	1	0	3	0
Mechanical	26	2	0	0	4	0
Environment	35	5	0	0	0	0
Fuqua	66	13	2	1	6	0
Law	32	6	2	0	0	0
Nursing	15	15	0	0	0	0
Cell Biology	48	9	0	4	0	0

SUMMARY OF WORKFORCE ANALYSIS BY ORGANIZATIONAL UNIT

(Faculty, cont'd.)	<u>Total</u>	<u>Female</u>	<u>Black</u>	<u>Hisp</u>	<u>Asian</u>	<u>Am Ind</u>
Biol Anthro & Anatomy	5	2	0	0	0	0
Biochemistry	21	5	0	0	2	0
Microbiology	14	3	0	0	1	0
Immunology	11	4	0	0	0	0
Neurobiology	17	4	0	0	0	0
Pharmacology	23	5	0	1	4	0
Obstetrics & Gynecology	47	14	1	1	1	0
Ophthalmology	21	4	0	0	1	0
Anesthesiology	64	16	1	0	5	0
Surgery	112	7	3	0	2	0
Community & Family Medicine	60	22	0	0	0	0
Medicine	335	76	6	1	17	0
Pediatrics	97	40	4	0	4	0
Psychiatry	132	44	4	4	6	0
Radiation Oncology	19	3	0	0	1	0
Radiology	88	13	0	2	6	0
Pathology	71	20	1	1	7	0
Physical Therapy	7	6	0	0	0	0
Faculty Subtotal	2006	484	47	24	101	0

SUMMARY OF WORKFORCE ANALYSIS BY ORGANIZATIONAL UNIT

Nonfaculty	Total	Female	Black	Hisp	Asian	Am Ind
President's Staff	49	36	6	0	1	0
Athletics	113	32	5	0	0	0
Development	106	87	9	0	1	0
Capital Campaign	7	6	0	0	0	0
Public Affairs	29	14	6	0	1	0
Duke Management Company	29	18	6	0	1	0
Provost's Staff	15	11	1	0	0	0
Registrar's Office	12	10	3	0	0	0
Undergraduate Admissions	40	33	9	0	1	0
Undergraduate Financial Aid	10	8	2	0	0	0
Special Programs	113	75	17	0	2	0
Trinity College	22	19	4	0	0	0
Arts & Sciences	569	353	70	6	40	0
Graduate School	26	25	3	0	0	0
Professional Schools	356	232	43	1	9	2
University Libraries	229	162	35	0	9	1
Student Affairs	84	55	15	1	1	0
Campus Agencies	34	22	4	0	1	0
University Press	57	39	6	1	0	0
Exec. V.P. Off. (incl. Credit Union)	27	22	7	0	0	0
Research & Development	14	12	3	0	0	0
Internal Audit	8	3	0	0	0	0
V. P. Administrative services	4	2	0	0	0	0
Facilities Planning & Mgmt	238	27	71	0	0	1
Communications	184	87	52	1	2	0
Material Support	81	42	31	0	0	0
Public Safety	145	38	52	2	0	0
Accounting	124	94	36	1	0	0
Data Processing	21	12	4	0	1	0
Treasurer/Financial Planning	74	44	18	0	0	0
Auxiliary Services	724	361	497	0	5	0
Human Resources	116	91	34	0	0	0
Campus Subtotal	3660	2072	1049	13	75	4

SUMMARY OF WORKFORCE ANALYSIS BY ORGANIZATIONAL UNIT

(Nonfaculty, cont'd.)	Total	Female	Black	Hisp	Asian	Am Ind
MC Chancellor's Staff	69	54	9	1	1	0
MC Development	31	25	4	0	1	0
MC Information Systems	104	43	30	0	1	0
MC Engineering & Operations	207	14	12	0	0	0
MC Transportation & Pkg	48	10	20	0	0	0
Safety Office	28	9	8	0	0	0
MC Design & Construction	31	13	1	0	0	0
Lab Animal Research	41	13	18	1	0	0
Special Programs	155	125	35	2	2	0
Medical Education Administration	110	80	22	0	2	0
Biochemistry	71	39	11	1	15	0
Biological Anthropology	13	8	0	0	0	0
Cell Biology	122	64	6	2	19	0
Microbiology	46	28	8	0	10	0
Immunology	31	21	5	2	1	0
Neurobiology	48	26	4	3	7	0
Pharmacology	61	35	7	3	14	0
Physiology	4	1	1	0	0	0
Anesthesiology	99	55	11	1	7	1
Ob-Gyn	74	71	15	2	2	0
Ophthalmology	77	57	13	2	3	0
Surgery	355	273	46	1	9	0
Community & Family Medicine	220	193	63	1	3	0
Medicine	1202	946	183	7	66	3
Pathology	116	76	27	1	10	0
Pediatrics	213	175	38	0	7	0
Psychiatry	283	221	39	2	7	1
Center for Study of Aging	38	27	5	0	2	0
Radiology	78	44	14	0	9	0
Radiation Oncology	27	15	4	0	4	0
Hospital Director's Office	262	218	85	1	5	0
Organ Proc/Supp	35	32	25	0	0	0
Cardiac Services	211	165	44	2	2	2
Surgical Wards & Units	605	498	255	4	12	1
Operating Rooms	250	180	99	1	3	1
Recovery Room	47	41	10	0	3	0

SUMMARY OF WORKFORCE ANALYSIS BY ORGANIZATIONAL UNIT

(Nonfaculty, cont'd.)

	Total	Female	Black	Hisp	Asian	Am Ind
Emergency Room	164	120	38	0	1	0
Hospital Lab Services	596	480	236	6	20	0
Medical Wards & Units	707	651	268	4	16	0
Pharmacy & Central Proc	252	164	69	2	10	1
Materials Management	160	79	108	0	2	0
Anesthesia Services	89	65	19	0	3	0
Physical & Occupational Therapy	107	86	18	0	1	0
Respiratory Therapy	146	68	22	1	2	0
Pediatric Wards & Units	349	328	73	2	8	1
Psychiatric Wards & Units	119	102	47	0	0	0
Ob-Gyn Wards & Units	106	99	37	1	3	0
Radiological Services	486	345	205	3	3	0
Ob-Gyn clinic	14	13	6	0	0	0
Pediatric Clinic	7	7	0	0	0	0
General Support & Info Serv's	78	57	36	0	0	0
Dietary	416	316	372	2	3	0
Laundry Services	59	33	54	0	0	0
Environmental Services	487	286	450	1	3	0
General Med Clinic	47	42	24	0	0	1
Surgical Clinic	74	64	39	0	0	0
Psychiatric Clinic	10	10	2	0	0	0
Nursing Services	331	306	147	1	3	0
Financial Management	234	194	65	1	0	0
Eye Center	193	174	47	1	2	0
Lenox Baker	83	78	29	0	1	0
Surgical PDC	242	208	60	0	0	0
Central PDC (Admin)	195	168	53	1	1	1
Medical PDC	266	239	91	3	0	1
School of Nursing	9	7	1	0	0	0
Medical Center Subtotal	11438	8684	3793	69	309	14
Nonfaculty Subtotal	15098	10756	4842	82	384	18
Total	17104	11240	4889	106	485	18

Exhibit II:

UTILIZATION ANALYSIS

Once the workforce is arrayed in the workforce analysis, the next step is to compare the representation of persons in the protected categories (sex and race) with the availability of persons by protected characteristic in the appropriate labor market for the job group.

The following schedules show the comparison of representation with availability for each job group.

See Appendix II for a brief explanation of availability sources. All computer printouts and worksheets are available for examination in the office of the equal opportunity compliance officer.

UTILIZATION ANALYSIS

FACULTY AND STAFF

JOB GROUP	TOTAL	WORKFORCE				AVAILABILITY				DIFFERENCE	
		FEMALE NO.	FEMALE %	MINOR NO.	MINOR. %	FEMALE %	FEMALE NO.	MINOR. %	MINOR. NO.	FEMALE NO.	MINOR NO.
F1 SOC SCI	186	47	25.3	18	9.7	34.5	64	13.6	25	17	7
F2 HUMAN	172	66	38.4	22	12.8	48.9	84	10.5	18	18	0
F3 NAT SCI	200	26	13.0	20	10.0	24.5	49	10.9	22	23	2
F5 PROF SCH	257	51	19.8	24	9.3	24.5	63	13.3	34	12	10
M1 BAS SCI	139	32	23.0	12	8.6	39.8	55	10.6	15	23	3
M2 CLN SUR	244	41	16.8	15	6.1	16.2	40	12.9	31	0	16
M3 CLN MED	809	224	27.7	64	7.9	21.7	176	12.3	100	0	36
11 OFF&MGF	516	226	43.8	39	7.6	50.1	259	11.2	58	33	19
31 PRF&ADM	291	177	60.8	28	9.6	59.3	173	10.4	30	0	2
32 PRF&ADM	486	346	71.2	54	11.1	71.8	349	12.4	60	3	6
33 PRF&ADM	669	440	65.8	81	12.1	66.8	447	13.2	88	7	7
34 PRF&ADM	504	356	70.6	63	12.5	62.9	317	11.5	58	0	0
35 PRF&ADM	460	320	69.6	78	17.0	65.6	302	19.0	87	0	9
36 RES ASC	602	203	33.7	184	30.6	17.3	104	6.2	37	0	0
37 PRF LIB	92	67	72.8	7	7.6	78.2	72	12.1	11	5	4

UTILIZATION ANALYSIS

NONEXEMPT

JOB GROUP	WORKFORCE				AVAILABILITY				DIFFERENCE	
	TOTAL	FEMALE NO.	FEMALE %	MINOR. NO.	MINOR. %	FEMALE %	FEMALE NO.	MINOR. %	FEMALE NO.	MINOR. NO.
38 RNs	1826	1682	92.1	271	14.8	98.4	1797	16.5	115	30
39 RNs	125	116	92.8	31	24.8	94.6	118	14.0	2	0
41 CLERICAL	600	425	70.8	337	56.2	68.7	412	46.4	0	0
42 CLERICAL	841	733	87.2	465	55.3	80.6	678	37.8	0	0
43 CLERICAL	1219	1150	74.3	359	29.5	88.9	1084	33.9	0	54
44 CLERICAL	1030	939	91.2	256	24.9	88.6	913	27.3	0	25
51 TECHNIC	913	695	76.1	506	55.4	64.9	593	49.9	0	0
52 TECHNIC	991	781	78.8	393	39.7	65.8	652	37.0	0	0
53 TECHNIC	1458	956	65.6	300	20.6	58.4	851	30.3	0	142
61 SKILCRF	29	1	3.4	12	41.4	4.8	1	22.5	0	0
62 SKILCRF	99	0	0.0	13	13.1	4.7	5	24.2	5	11
63 SKILCRF	55	0	0.0	5	9.1	6.4	4	30.5	4	12
64 SKILCRF	103	0	0.0	7	6.8	8.6	9	29.2	9	23
65 SKILCRF	77	1	1.3	1	1.3	2.3	2	2.5	1	1
71 SERVICE	555	374	67.4	522	94.1	69.1	384	77.2	10	0
72 SERVICE	430	158	36.7	398	92.6	42.3	182	83.0	24	0
73 SERVICE	229	129	56.3	211	92.1	67.7	155	63.1	26	0
74 SERVICE	503	279	55.5	390	77.5	49.5	249	65.8	0	0
75 SERVICE	395	202	51.1	315	79.7	47.5	188	66.1	0	0

Exhibit III:

EMPLOYMENT GOALS

The final step in the preparation of the annual update of the Affirmative Action Plan is the calculation of target numbers toward which the University will work in the next few years. As noted in Appendix II, the timetables for goal achievement differ according to hiring volume for different groups.

The attached schedule shows current employment goals by job group.

It is important to note that the regulations state: "Goals may not be rigid and inflexible quotas which must be met, but must be targets reasonably attainable by means of applying every good faith effort to make all aspects of the entire affirmative action program work." (41 CFR 60-2.12)

In other words, it is not primarily the goal but the overall personnel process that is taken into account in determining compliance. Consequently we have established personnel practices including adequate notification of position openings and evaluation of employment and promotion qualifications according to articulated and fair criteria. Fair employment practices supporting our good faith efforts to meet employment goals are enumerated in the personnel manuals and handbooks of the University.

All calculation worksheets in the goal-setting process are available for examination in the office of the equal opportunity compliance officer.

EMPLOYMENT GOALS

JOB GROUP	Total	Current Representation Women Minorities	Current Cumulative Women Minorities	Addns to Meet Goals Women Minorities
<u>Faculty</u>				
F1 Soc. Sci	186	47	62	15
F2 Humanities	172	66	85	19
F3 Natural Sci	200	26	37	11
F5 Prof Schools	257	51	63	12
F7 Med Sch: Basic Sci	139	32	47	15
F8 Med Sch: Clin-Surg	244	41		10
F9 Med Sch: Clin-Med	809	224	95	31
<u>Admin & Professional</u>				
11 Officials	516	226	241	15
31 Prof & Admin	291	177	30	2
32 Prof & Admin	486	346	59	5
33 Prof & Admin	669	440	87	6
35 Prof & Admin	460	320	87	9
37 Prof & Admin	92	67	8	1
<u>Nonexempt</u>				
38 RNs	1826	1682	301	30
43 Clerical	1219	1150	400	41
44 Clerical	1030	939	265	9
53 Technical	1458	956	342	42
62 Skill Crfts (BU)	99	0	14	1
63 Skill Crfts (Non-U)	55	0	6	1
64 Skill Crfts (Non-U)	103	0	8	1
72 Service	430	158	173	12

Appendix I:

JOB GROUPS

The Office of Federal Contract Compliance Programs requires that the workforce of the federal contractor (in this case Duke University) be categorized into "job groups" of similar job characteristics (41 CFR 60-2.11). Consequently we have established 34 job groups, described as follows:

Faculty

The faculty is divided into seven job groups: Social Sciences; Humanities; Natural Sciences; Professional Schools (Nonmedical); Medical School-Basic Sciences; Medical School-Clinical Sciences, Surgical; Medical School-Clinical Sciences, Medical.¹

Nonfaculty Professional and Administrative Staff

The nonfaculty professional and administrative staff is divided into eight job groups, as listed below:

- 11 *Officials and Managers*
Staff positions at levels 14 and above, except for "assistants to" and certain professional occupations such as pharmacist.
- 31 *Nonfaculty Professional I*
Staff positions at levels 14 and above, not officials and managers
- 32 *Nonfaculty Professional II*
Staff positions at level 11; includes unclassified staff positions in position codes 2003, 2004, 2005, 2006.
- 33 *Nonfaculty Professional III*
Staff positions at level 12
- 34 *Nonfaculty Professional IV*
Staff positions at level 13

¹ The division of clinical sciences is an attempt to break up a group that is quite large and where departments are of widely varying size. The departments in "Surgical" are Anesthesiology, Obstetrics & Gynecology, Ophthalmology, and Surgery. The remainder of the clinical science departments are "Medical." The division generally follows NIH literature.

- 35 *Nonfaculty Professional V*
Staff positions at levels 10 and below
- 36 *Nonfaculty Professional VI*
Research Associates, position code 1361
- 37 *Nonfaculty Professional VII*
Professional Librarians

Support Staff

The support staff takes up the remaining 19 job groups, defined as follows:

Nonexempt Professional - Registered Nurses

- 38 Registered Nurses - 610 Staff Nurse, level 10
- 39 Other Registered Nurses, level 11

Clerical

- 41 Pay levels 00 and 01-04; position 904
- 42 Pay level 05
- 43 Pay levels 06 and 5x
- 44 Pay levels 07 and above

Technical/Paraprofessional

- 51 Pay levels 00 and 02-06
- 52 Pay levels 07 and 5x; position code 905
- 53 Pay levels 08 and above

Skilled Crafts (Bargaining Unit)

- 61 Pay levels 01-06
- 62 Pay levels 07-10

Skilled Crafts (Non-Union)

- 63 Pay levels 00 and 01-07
- 64 Pay levels 08 and 09; position code 906
- 65 Pay levels 10 and above

Service (Bargaining Unit)

- 71 Pay level 01
- 72 Pay levels 02-06

Service (Non-Union)

73 Pay level 02

74 Pay levels 03 and 04

75 Pay levels 00 and 05-13; position code 907

Job Classifications

A complete printout of nonfaculty job titles within group is available for reference in the office of the equal opportunity compliance officer.

Appendix II:

DOCUMENTATION OF SOURCES AND CALCULATIONS

AVAILABILITY

The availability figures shown in Exhibit II are calculated in an eight-factor analysis as prescribed by regulations (41 CFR 60-2.11). For faculty availability, national recruiting area statistics are used. Nonfaculty availability figures use national, North Carolina, or Durham-Wake-Orange Counties recruiting area data, depending upon results of labor market studies. Computer printout worksheets support each AAP year's calculations.

1. Faculty

The faculty availability figures are drawn primarily from National Research Council reports¹ and demographics furnished by the Association of American Law Schools² and the Association of American Medical Colleges.³

2. Nonfaculty

Refined occupational data from the 1990 Census are used for all nonfaculty jobs except Research Associate, which uses NRC and AAMC data.

GOAL SETTING

Employment goals are set for a five-year period for nonmedical faculty, a three-year period for medical faculty, and a one-year period for nonfaculty staff. (Volume of activity accounts for the differing time periods.)

Employment goals are set through a consideration of availability and hiring opportunities. The "availability" figure may be found in the Utilization Analysis, Exhibit II. Hiring opportunities, or projected hires, are based on actual appointments or hires over a period matching the goal timetable.

Goals are set by calculating expected hires—i.e., projected hires multiplied by availability—and comparing the resulting expected-hire figure with the "difference" figure developed in the Utilization Analysis. The expected-hire figure is used unless it is greater than the difference figure.

¹ *Summary Report: Doctorate Recipients from United States Universities*, National Research Council. National Academy Press. Tables A1 and A2. (annual)

² Faculty Appointments Register data, Association of American Law Schools. (annual)

³ *Participation of Women and Minorities on U.S. Medical School Faculties*. Association of American Medical Colleges. Appendix A. (annual)

Appendix III:

SEX DISCRIMINATION GUIDELINES

The Office of Contract Compliance Programs issued definitive regulations in 1980 covering sex discrimination. Duke University complies with the Sex Discrimination Guidelines (41 CFR 60-20) as follows:

Recruitment and Advertisement. Duke has no jobs for which a bona fide occupational qualification has been established. Therefore, all jobs at Duke are open to both men and women, and without regard to marital status.

Job policies and practices. Duke makes no distinction based upon sex or marital status in employment opportunities, wages, hours, or other conditions of employment, including fringe benefits.

Seniority systems. The University has no seniority lines or lists maintained by sex.

Discriminatory wages and placements. Duke's wage schedules are not related to or based on the sex of employees, and the University does not effect discriminatory placement (i.e., in "men's jobs" or "women's jobs").

Affirmative Action. Both sexes have equal access to training programs at Duke; women are encouraged to apply for jobs from which they have been previously excluded or in which they are underrepresented.

Pregnancy, childbirth, and related medical conditions. Employees or applicants for employment are not denied employment because of pregnancy, childbirth, or related medical conditions. Maternity leave policies have been established and are published in the Faculty Handbook, the Staff Benefits Guide, and the Personnel Policy Manual.

Sexual harassment and favors. The University recognizes and includes in its policies the elements of sexual harassment and the employer responsibilities set forth in 41 CFR 60-20.8, as follows (the term "contractor" in the following quotation means in this case Duke University):

- (a) Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature are violations of the Order when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of "unreasonably" interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment.

(b) A contractor is liable under the Order for the acts of its officials, managers, and supervisors when these individuals engage in the activities described in paragraph (a) of this section, regardless of whether their specific acts were authorized or forbidden by the contractor and regardless of whether the contractor knew or should have known of their occurrence.

(c) With respect to conduct between fellow employees, a contractor is responsible for acts of sexual harassment in the workplace where the contractor (or its officers, managers, and supervisors) knows or should have known of the conduct and fails to take immediate and appropriate action.

(d) A contractor also may be responsible for the acts of nonemployees, with respect to sexual harassment of employees in the workplace, where the contractor (or its officials, managers, and supervisors) knows or should have known of the conduct and fails to take immediate and appropriate corrective action. In reviewing these cases, OFCCP will consider the extent of the contractor's control and any other legal responsibility which the contractor may have with respect to the conduct of such nonemployees.

(e) Where employment opportunity or benefits are granted because of an individual's submission to the contractor's sexual advances or requests for sexual favors, the contractor may be held liable under the Order for unlawful sex discrimination against other persons who were qualified for but denied that employment opportunity or benefit.

Appendix IV:

IDENTIFICATION OF PROBLEM AREAS AND CORRECTIVE ACTIONS

The University has identified the items hereinafter listed and described as areas requiring special attention.

WORKFORCE ANALYSIS—FACULTY

Problem: There is underutilization of women in nonmedical faculty job groups and in the basic sciences, and of minorities in the social sciences and the clinical medical faculty. Please note that faculty availability, based on a national labor market by discipline, varies widely among minority groups. The highest availability in all disciplines is found in the Asian group; considerably lower levels of availability are found in the Hispanic, black, and American Indian groups.

Analysis: In general all of the faculty figures are affected by expansion of the "regular rank" category of faculty in the 1991-92 academic year, although the effect is more pronounced in the Medical School where the addition of clinical and research faculty has made a substantial difference.

The change in definition of regular-rank faculty has resulted in reconstitution of the social sciences job group to include Education and Physical Education. Minority availability is high in both these areas and there is no minority representation in our departments; representation of women in Education is also lower than availability. But these are small numbers, and the basic problem for women is that for years we have lagged behind availability, which continues to increase each year.

It is recognized that hiring opportunities are not numerous and that availability figures reflect more junior availabilities in disciplines where Duke is heavily "tenured-in." Further, the junior appointment rate for women has approximated or exceeded availability for several years.

Corrective Action: The schools and departments continue to make special efforts in recruiting, such as advertising positions in journals targeted toward minority or female readership. (See also Appendix V, Internal Audit and Reporting Systems.)

The Academic Council has developed a black faculty initiative designed to double the number of black faculty members in ten years.

WORKFORCE ANALYSIS—NONFACULTY PROFESSIONAL/ADMINISTRATIVE STAFF

Problem: There is underutilization of women and minorities in job group 11, *Officials and Managers*, and underutilization of minorities in job groups 33 and 35, *Nonfaculty Professionals*. Staff minority underutilization is primarily of blacks.

Specific job classifications in job group 11 that are targeted for women are those in the Census occupation of financial manager (Code 007). These 49 jobs exist in the following units:

- Accounting
- Arts & Sciences—Administration
- Credit Union
- Duke Management Company
- Hospital Financial Management
- Internal Audit
- Medical Center Administration
- Treasurer/Financial Planning

For minorities the targeted Census occupation in job group 11 are administrators, education and related fields (Census code 014), and public relations specialist (Census code 197). The 86 education administrator jobs exist primarily in the academic and student support areas, and the 67 public relations specialist jobs are found mainly in the development and public affairs offices on campus and in the Medical Center.

The underutilization of minorities in job group 33 occurs heavily in the Census occupation of registered nurse (Census code 095).

The underutilization of minorities in job group 35 occurs heavily in the Census occupations of athlete (Census code 199) and counselor (Census code 163). The 52 "athlete" jobs are coaches and trainers in Athletics. The 43 counselor jobs are located in Arts & Sciences, the Professional Schools, Student Affairs, Undergraduate Admissions, and various hospital units.

Analysis: The population of job group 11 has increased by about 3 percent each year in the last decade; the increase for women has been about double that figure (starting from a rather low base), and minorities have shown a decrease both in the Duke workforce and in availability (but starting out with a disparity that has continued).

Staff job group 33 is part of the restructuring of job groups 32, 33, and 34 to match labor markets in which there has been a change since the 1980 Census. Generally, total workforce and minority representation and availability have increased in the combined job groups, and again the low level of representation at the outset has hampered efforts to achieve parity.

In job group 35 there has been a much lower rate of growth—23 percent since 1982—but a 57 percent increase in minority representation. Availability of minorities has increased about 1 percentage point since the 1980 Census.

Corrective Action: In a procedure begun in 1988, closer monitoring of openings in these job groups takes place through joint action by the Manager of Employment and the equal opportunity compliance officer. This monitoring consists of recruitment efforts and audit. Beginning in January 1994, staff positions filled at pay level 98 will be monitored through

combined efforts of operational officers, the Manager of Employment, and the equal opportunity compliance officer. (See also Appendix V, *Internal Audit and Reporting Systems*.)

WORKFORCE ANALYSIS—NONEXEMPT SUPPORT STAFF

Problem: There is underutilization of women in job group 72, *Service*, a job group that includes the male-dominated job classifications of floor finisher and utility worker. There is underutilization of minorities in job groups 38, *Registered Nurses* (level 10 staff nurses); 43 and 44, *Clerical*; 53, *Technical/Paraprofessional*; and 62-64, *Skilled Crafts*.

The job group 43 underutilization is concentrated in the Census occupation of secretaries and general office clerks (Census codes 313 and 379); job group 44, in interviewers and miscellaneous administrative support (Census codes 316 and 389). These 1,297 jobs are distributed across the University and include the following classifications:

- Administrative Secretary
- Clerk V
- Financial Aid Assistant
- Financial Aid Specialist
- Financial Counseling Assistant
- Health Unit Coordinator Trainee
- Inservice Education Assistant
- Legal Secretary
- Medical Secretary
- Patient Relations Representative
- Patient Relations Representative, Sr.
- Research Secretary
- Staff Assistant
- Unit Secretary

In job group 53, the concentration is in the census occupation of clinical laboratory technologists and technicians (Census code 203) in the Medical Center, and miscellaneous administrative support (Census code 389), the latter consisting of the following job classifications throughout the University:

- Staff Specialist
- Publications Coordinator
- Editorial Assistant, Sr.

The job group 62, 63, and 64 underutilization covers several skilled craft occupations, with the larger contingent in the Medical Center.

Analysis: The underrepresentation of minorities in job groups 38, 43, and 53 is largely a function of increased availability reflected in the 1990 Census with which our hiring has not kept in step. For example, for inhalation (respiratory) therapists the minority availability has increased from zero to almost 21 percent, whereas our minority representation has always been

low. In job group 44 and the skilled crafts we have suffered from chronic underrepresentation of minorities over a period of time, and this is also the case for women in job group 72.

Corrective Action: Each job group has been analyzed to determine which job classifications are subject to review prior to job offer. (See Appendix V, *Internal Audit and Reporting Systems*.)

In addition, the manager of nurse recruitment tracks all minority applicants for nursing jobs and maintains an active outreach program with minority nurse populations.

Appendix V:

INTERNAL AUDIT AND REPORTING SYSTEMS

The University maintains a number of monitoring systems in connection with the Affirmative Action Plan, described below for the recruitment of faculty, nonfaculty professional and administrative staff, and support staff. In all cases the process described is supported by computer records, and in the case of faculty appointments the self audit records are checked against the Trustees' lists of faculty personnel actions to ensure that a complete record exists. In addition, faculty, staff, and support staff termination and support staff promotion are audited through computer records. (See also Appendix VII.)

Faculty Appointments

When a faculty recruitment in Arts and Sciences is authorized, the Dean sends a copy of the authorization form to a number of people who have an interest in recruitment, including the equal opportunity compliance officer. The compliance officer in turn writes to the chair of the recruiting department advising of the affirmative action goals and the availability of women and minorities in that discipline.

Also in the Arts and Sciences, an individual self-declaration form is used by the recruiting department to identify applicants by race and sex; the form is returned to the equal opportunity compliance officer and the results are tabulated and monitored by the Dean's office.

In all areas where underutilization is indicated by availability, the recruiting process of a department or school is subject to review by the Dean or Provost prior to offer of the position.

Recruitment results are recorded by the recruiting department for all faculty appointments through the use of an "EEO Faculty Self-Audit" form, which lists recruiting sources, applicant pools, and screening steps, as well as the name, academic rank, and race and sex of the appointee. These records are monitored by the equal opportunity compliance officer and reports are prepared on each year's recruiting.

Staff Appointments

Staff positions in job groups with unattained employment goals are subject to a pre-appointment review process consisting of three steps: Completion of a pre-recruitment recruiting plan by the hiring department, completion of an "EEO Staff Self-Audit Form," and approval by the Manager of Employment. Where questions arise the matter may be referred to the equal opportunity compliance officer.

A quarterly report of staff appointments (including promotion) is furnished to the equal opportunity compliance officer; results are tabulated annually and analyzed for proportional effect.

Support Staff

In each job group with unattained employment goals, the job classifications mainly responsible for underrepresentation are identified by the equal opportunity compliance officer. Positions filled in these job classifications are subject to review prior to job offer. Initial review is conducted in the Employment Office and all routine releases are made there. Where questions arise the matter may be referred to the equal opportunity compliance officer.

Records are audited monthly and compiled and analyzed annually in the preparation of a pre-hire review report by the equal opportunity compliance officer.

Adverse Impact

In addition to the position analysis noted above, adverse impact analysis is conducted on applicant flow. Adverse impact analysis is a series of statistical calculations that measure selection rates in employment decisions. Through the use of our existing applicant tracking system and specialized adverse impact software, the University monitors adverse impact to major organizational units within the institution and within these units. Findings of adverse impact are used by the equal opportunity compliance officer and the Manager of Employment to determine hiring patterns which may warrant additional investigation and/or increased monitoring and compliance activities.

Appendix VI:

COMMUNITY ACTION PROGRAMS

As a part of its affirmative action commitment the University has initiated or supported a number of community action and community service programs designed to improve the employment opportunities of minorities and women. Chief among these currently are the following:

Career Awareness Program

The Career Awareness program is a local outreach activity designed to give students in the Durham public schools an introduction to various career options. The program was originally offered, in the late 1980s, to the Durham city high schools. The intention is to provide students, who might not be considering a traditional college education, with information about a variety of technical and allied health careers. The format is to have a Duke employee representing his/her own field (nursing, radiologic technology, respiratory therapy, etc.) meet with students to provide information about actual job content, education requirements, working conditions, and salary. The assumption is that information about alternative career options will encourage students to explore these options further. The vocational counselors in the public schools have been extremely pleased with the program and it has been well received by students.

CHANCE Program

The CHANCE (Concern and Help for Needy Children through Education)/Summer Youth Initiative Program was designed to assist economically disadvantaged Durham city high schools students with summer employment and retention of educational skills. CHANCE students are tutored during the school year by Duke student volunteers. During the summer they work in a variety of jobs, at Duke and elsewhere, four days a week and on the fifth day they attend classes to maintain or enhance their educational levels. A Duke student coordinates the summer program for CHANCE participants and works with the Chamber of Commerce in coordinating with the Summer Youth Initiative Program. Employers who participate in the program are expected to provide summer jobs of a challenging nature. In addition, employers agree to pay the students for five days per week although they work only four days and attend class on the fifth day. Duke has participated as an employer in the program for several years with excellent results. The CHANCE students have been well prepared and highly productive.

Durham Communities in Schools Inc.

This is a program that targets at-risk youth in an effort to improve their chances of staying in school, implemented in the Durham Public Schools in fall 1992. The program's approach is to build partnerships between schools, students, parents, the corporate and business community, and social service agencies to help address the various risk factors that contribute to youth dropping out of school. The leadership for launching this program in Durham came largely from Duke.

Volunteer Work in the Schools

Surveys of graduating Duke students show that some 85 percent do volunteer work in the community. Many of these volunteers serve as tutors in various programs in the Durham Public Schools, providing much-needed individual attention to minority students. The establishment of the Community Service Center in 1992 has helped make the services of Duke student volunteers more accessible to community programs that rely heavily on volunteer support.

Workplace Literacy Program

The workplace literacy program is a part of the Duke University Community Service Center. Students provide tutoring support for Duke employees who are interested in improving their lives through enhanced literacy or in pursuing the G.E.D. Classroom instruction is also available in basic computer skills. Support for these services comes from Hospital Services, Auxiliary Services, and Student Affairs.

COFHE Pipeline Project

Duke was a participant in the two-year pilot project developed by the Consortium on Financing Higher Education that was designed to bring representatives of COFHE graduate schools to the campuses of COFHE colleges and universities to meet with selected groups of undergraduate minority students. During this "seminar," typically spread over a one-and-a-half-day period, students were given the opportunity to learn about the preparation needed for graduate education and the various graduate school opportunities available to them. They also met informally with graduate school representatives, as well as with minority faculty and administrators from their own campus. The COFHE campuses participating in this project identified minority direct contacts with them to inform them about preparation for graduate education. The intention was that, after participating in the COFHE seminar, these students would continue to be provided with information on graduate school for the remainder of their undergraduate careers, as well as encouragement and active support from faculty and others on their campus to pursue graduate study, with employment as faculty members as the ultimate objective.

Preparing Minorities for Academic Careers (PMAC)

This program was launched in early 1989 with grants to Duke and to six historically black colleges with strong records of producing graduates who go on to earn Ph.D.s: Hampton, Morehouse, Spelman, Tuskegee, Dillard, and Xavier of Louisiana. The goal of the five-year program is to encourage talented minority students majoring in disciplines throughout the liberal arts to attend graduate school, earn Ph.D.s, and pursue academic careers in the nation's colleges and universities.

In the spring of the year, each of the six historically black colleges nominates twelve sophomores with outstanding academic records and an express desire to enter careers in higher education. A five-member national selection committee then chooses up to eight PMAC Research and Teaching Apprentices from each school to participate in the program. During their junior and senior years, these students work with faculty mentors at their home institutions on a variety of research and teaching activities designed to introduce them to all aspects of the profession and to prepare them for the rigors of graduate study. During the summer between these years, the

students come to Duke for six weeks to conduct individual research projects under the guidance of faculty mentors and to obtain experience working in a major research university. A two-day conference at which the PMAC Apprentices will present their research is held at Duke in the following academic year.

In order to enable the students to graduate as nearly debt-free as possible, thereby removing a major disincentive to the pursuit of graduate study, each may be awarded up to \$10,000 in financial aid through the program. In addition, expenses of the summer at Duke—including travel, room and board, and supplies—are covered.

General

In addition to our support of the programs noted above, Duke by virtue of its position as the largest private employer in the area contributes greatly to the availability of employment opportunities for women and minorities in the area.

Appendix VII:

PLAN ADMINISTRATION

1. The University's equal opportunity compliance officer¹ is:

Dr. Dolores L. Burke
Special Advisor
Box 90562, Campus
684-6578
dlb@acpub.duke.edu

2. Divisional responsibilities indicated in the appendix on internal audit and reporting systems are coordinated in the following areas by the persons listed:

For Arts and Sciences:	Dr. Charles W. Byrd, Jr. Associate Dean Box 90046, Campus 681-8294 cbyrd@asdean.duke.edu
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For the Medical School and Nursing School:	James L. (Pete) Bennett, Jr. Director of Administration Box 3701, Medical Center 684-3633 benne004@mc.duke.edu
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Employment Office:	Diana C. Maginnes Manager, Employment Box 90496, Campus 684-2015 maginnesd@mail01.adm.duke.edu
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¹ In addition to compliance under Executive Order 11246 as amended, as described in the Affirmative Action Plan and as enforced by the Office of Contract Compliance Programs, the compliance officer is responsible for coordinating compliance with all other civil rights regulations to which the University is subject, as enforced by the Equal Employment Opportunity Commission, the Offices for Civil Rights of the U.S. Department of Education and the U.S. Department of Health and Human Services, or other designated agencies.

Appendix VIII:

TABULATION OF GOAL COMPARISONS

FIVE-YEAR GOALS

Job Group F1 - Social Sciences	Workforce			Availability (%)		Goal (Cum)	
	Total	Women	Min.	Women	Min.	Women	Min.
Baseline 10/1/92	180	44	14	34.2	12.2	59	19
10/1/93	186	47	18	34.5	13.6	62	23
10/1/94							
10/1/95							
10/1/96							
10/1/97							

Job Group F2 - Humanities	Workforce			Availability (%)		Goal (Cum)	
	Total	Women	Min.	Women	Min.	Women	Min.
Baseline 10/1/92	168	57	18	48.3	9.6	76	
10/1/93	172	66	22	48.9	10.5	85	
10/1/94							
10/1/95							
10/1/96							
10/1/97							

FIVE-YEAR GOALS

(Continued)

Job Group F3 - Natural Sciences	Workforce			Availability (%)		Goal (Cum)	
	Total	Women	Min.	Women	Min.	Women	Min.
Baseline 10/1/92	191	22	18	48.9	10.5	33	19
10/1/93	200	26	20	24.5	10.9	37	22
10/1/94							
10/1/95							
10/1/96							
10/1/97							

Job Group F5 - Prof Schools	Workforce			Availability (%)		Goal (Cum)	
	Total	Women	Min.	Women	Min.	Women	Min.
Baseline 10/1/92	245	46	21	23.8	10.0	54	30
10/1/93	257	51	24	24.5	13.3	63	33
10/1/94							
10/1/95							
10/1/96							
10/1/97							

THREE-YEAR GOALS

Job Group M1 - Basic Sciences	Workforce			Availability (%)		Goal (Cum)	
	Total	Women	Min.	Women	Min.	Women	Min.
Baseline 10/1/92	140	31	11	39.4	7.8	46	
10/1/93	139	32	12	39.8	10.6	47	15
10/1/94							
10/1/95							

Job Group M2 - Clin Sci - Surg	Workforce			Availability (%)		Goal (Cum)	
	Total	Women	Min.	Women	Min.	Women	Min.
Baseline 10/1/92	239	40	18	16.2	12.8		28
10/1/93	244	41	15	16.2	12.9		25
10/1/94							
10/1/95							

Job Group M3 - Clin Sci - Med	Workforce			Availability (%)		Goal (Cum)	
	Total	Women	Min.	Women	Min.	Women	Min.
Baseline 10/1/92	815	240	66	22.1	12.1		97
10/1/93	809	224	64	21.7	12.3		95
10/1/94							
10/1/95							

ONE-YEAR GOALS (EXEMPT STAFF)

Underrepresentation of women and minorities:

Job Group 11 - Officials & Mgrs	Workforce			Availability (%)		Goal (Cum)	
	Total	Women	Min.	Women	Min.	Women	Min.
Baseline 10/1/92	475	209	33	50.1	11.2	224	36
10/1/93	516	226	39			241	42

Underrepresentation of minorities:

Job Group 31 - Prof & Admin	Workforce		Availability of Minorities (%)	Goal (Cum) for Minorities
	Total	Minorities		
Baseline 10/1/92	286	33	10.4	
10/1/93	291	28		30

Job Group 32 - Prof & Admin	Workforce		Availability of Minorities (%)	Goal (Cum) for Minorities
	Total	Minorities		
Baseline 10/1/92	483	59	12.4	
10/1/93	486	54		59

Job Group 33 - Prof & Admin	Workforce		Availability of Minorities (%)	Goal (Cum) for Minorities
	Total	Minorities		
Baseline 10/1/92	627	64	13.2	80
10/1/93	669	81		87

Note: Nonfaculty availability is based on 1990 Census and does not change.

ONE-YEAR GOALS (EXEMPT STAFF)

(Continued)

Job Group 35 - Prof & Admin	Workforce		Availability of Minorities (%)	Goal (Cum) for Minorities
	Total	Minorities		
Baseline 10/1/92	424	74	19.0	81
10/1/93	460	78		87

Job Group 37 - Prof Librarians	Workforce		Availability of Minorities (%)	Goal (Cum) for Minorities
	Total	Minorities		
Baseline 10/1/92	97	8	12.1	
10/1/93	92	7		8

ONE-YEAR GOALS (NONEXEMPT SUPPORT STAFF)

Underrepresentation of minorities:

Job Group 38 - RN's	Workforce		Availability of Minorities (%)	Goal (Cum) for Minorities
	Total	Minorities		
Baseline 10/1/92	1700	237	16.5	281
10/1/93	1826	271		301

Job Group 43 - Clerical	Workforce		Availability of Minorities (%)	Goal (Cum) for Minorities
	Total	Minorities		
Baseline 10/1/92	1171	334	33.9	375
10/1/93	1219	359		400

Job Group 44 - Clerical	Workforce		Availability of Minorities (%)	Goal (Cum) for Minorities
	Total	Minorities		
Baseline 10/1/92	959	234	27.3	243
10/1/93	1030	256		265

Job Group 53 - Technical	Workforce		Availability of Minorities (%)	Goal (Cum) for Minorities
	Total	Minorities		
Baseline 10/1/92	1359	277	30.3	319
10/1/93	1458	300		342

**ONE-YEAR GOALS
(NONEXEMPT SUPPORT STAFF)**
(Continued)

Job Group 62 - Skilled Crafts	Workforce		Availability of Minorities (%)	Goal (Cum) for Minorities
	Total	Minorities		
Baseline 10/1/92	97	13	24.2	14
10/1/93	99	13		14

Job Group 63 - Skilled Crafts	Workforce		Availability of Minorities (%)	Goal (Cum) for Minorities
	Total	Minorities		
Baseline 10/1/92	61	6	30.5	7
10/1/93	55	5		6

Job Group 64 - Skilled Crafts	Workforce		Availability of Minorities (%)	Goal (Cum) for Minorities
	Total	Minorities		
Baseline 10/1/92	106	9	29.2	10
10/1/93	103	7		8

Underrepresentation of women:

Job Group 72 - Service	Workforce		Availability of Women (%)	Goal (Cum) for Women
	Total	Women		
Baseline 10/1/92	448	161	42.3	173
10/1/93	430	158		173

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